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Revitalization of the Church and Lugonia neighborhood shopping center in the city of Redlands

Deanna Marie Lorson

REVITALIZATION OF THE CHURCH AND LUGONIA NEIGHBORHOOD SHOPPING CENTER IN THE CITY OF REDLANDS

A Project

Presented to the

Faculty of

California State University,

San Bernardino

In Partial Fulfillment

of the Requirements for the Degree

Master of Public Administration

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by

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December 1994

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ABSTRACT

This research project presents a revitalization plan for a neighborhood shopping center in the City of Redlands. The first portion of the paper details the existing conditions and documents the need for revitalization. The second part presents a market study which demonstrates the viability of a locating a supermarket in the subject shopping center. The final portion of the paper presents an action plan for revitalization and identifies funding sources/programs and key actors to successfully achieve revitalization.

Research methods included a literature review of retail marketing texts, as well as academic and practical literature on economic development strategies and financing mechanisms. The literature review was complemented by extensive research of the site, review of city records and analysis of 1990 Census data. In addition, personal observations of consumer behavior and the condition and operation of shopping centers in Redlands were utilized to apply marketing principles to the subject site.

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I.

INTRODUCTION

Revitalization is the process of restoring community vitality and improving the quality of life in declining areas. Revitalization plans look to the future with hope and are based on the belief that trends towards decline can be reversed. Revitalization adds another component to redevelopment, rather than merely replacing older, declining areas with new development, revitalization focuses on the existing urban landscape and employs techniques to enhance these areas in response to community needs. Its goal is to create areas that are not only economically viable but part of the fabric of the community.

The City of Redlands is presently experiencing an economic downturn in several shopping centers in the City. Within the last eighteen months, two major grocery stores have closed, leaving vacancies within existing shopping centers. The first closure occurred in November 1992, when the Alpha Beta located in the University Plaza shopping center closed. The second closure occurred at the end of December, 1993, when Vons closed its store in the Tri City Shopping Center.

This paper will focus on the University Plaza shopping center and will develop a plan for revitalization of this shopping center. The paper will include an analysis of the history of the shopping center, a market study and a revitalization strategy. It is hoped that this study can be utilized by the City of Redlands to pursue revitalization and used as a model for similar areas within the City.

II.

HISTORY OF THE SITE AND PRESENT PLANNING CONTEXT

The University Plaza shopping center is located at the southeast corner of Lugonia Avenue and Church Street, in the North Redlands Planning Area (City of Redlands General Plan). Lugonia Avenue is a secondary street, four lanes in width. Lugonia Avenue is also designated State Route 38 and provides access to the San Bernardino Mountains and the mountain communities of Forest Falls, Angelus Oaks and Big Bear. Church Street is a two-lane collector street. Church is one of the primary streets that link north and south Redlands (the I-10 Freeway divides the community into northern and southern sections). The intersection of Lugonia Avenue and Church Street is signalized.

The present City of Redlands General Plan designates the site as Neighborhood Commercial, and the zoning designation is C-2 (Neighborhood Shopping Center). Surrounding uses include single family homes constructed in the 1950's and 1960's, apartments constructed in the 1970's and 1980's and condominiums built in the 1970's and 1980's. In addition, there are several vacant parcels of land in the immediate vicinity as well as a church and associated school. The University of Redlands is within walking distance. A locational map which includes the surrounding uses is shown in Appendix A.

Development of the University Plaza Shopping Center

In 1959 a developer applied for and received approval of a zone change from residential to neighborhood commercial for a thirteen acre site in Redlands, on the east side of Church Street between Lugonia Avenue on the north and Colton Avenue on the south. The developer presented a concept plan that called for an eight acre shopping center on the southeast corner of Church Street and Lugonia Avenue and an additional five acres of office development south of the shopping center along the Church Street frontage to Colton Avenue. The City Council granted a conditional change of zone, requiring that construction begin within two years or the site area would be reduced to eight acres. In 1963 the City Council initiated and approved Zone Change 58, which changed the zoning on five acres to residential, leaving 8.25 acres for a neighborhood shopping center. This action was protested by the developer; however the City Council reasoned that (1) construction had not begun within the two year limit and (2) the Neighborhood Commercial (C-2) zoning district limited development to eight acres. As a result, the developer was forced to remove the planned office development and applied for a Conditional Use Permit (CUP) to construct a neighborhood shopping center (City of Redlands, Community Development Department Records).

The proposed development included five buildings, as follows: Building 1 - Gasoline Service Station in the northwest corner of the site; Building 2 - a grocery store with 22,400 square feet; Building 3 - a 7,760 square feet retail business, attached to Building 2; Building 4 - a freestanding drug store with 20,000 square feet, separated from building 3 by an outdoor plaza; and Building 5 - 10,800 square feet of retail shops. The shopping center included a total of 61,140 square feet of buildings, with the balance of the site devoted to parking. Landscaping consists of planters along all property lines, scattered planters within the parking areas, a three foot wall along Church Street and Lugonia Avenue, six foot walls along Barbra Lane to the east of the site and between the site and adjacent residential properties to the east and south. A site plan is shown in Appendix B.

Construction was completed in 1964 and occupied by an Alpha Beta grocery store, a Shell Service Station, a barbershop, Laundromat, beauty parlor, pizza restaurant, dry cleaner, Thrifty Drug Store and an ACE Hardware store. Subsequent additions included a 1,200 square foot office behind Building 3 and a 200 square foot storage Building adjacent to Thrifty Drug Store (City of Redlands, Building and Safety Records).

The University Plaza Shopping Center Today

Presently, the shopping center includes 62,540 square feet of buildings and 207,045 square feet of parking. The maximum building area that could be accommodated in accordance with the zoning standards is 69,015 square feet, or 6,475 square feet more than exists presently. The primary anchor store was an Alpha Beta supermarket, which closed in November, 1992. This closure coincided with the opening of a new Food 4 Less supermarket in the west part of Redlands. It should be noted that Alpha Beta and Food 4 Less are owned by the same company. Following the closure

Table 1
University Plaza Shopping Center
List of Current Occupants - May 1994

Building 1	**180 sq. ft.**
Shell Service Station	
Building 2	**22,400 sq. ft.**
Vacant - former grocery store	
Building 3	**8,960 sq. ft.**
Vacant - former hardware store	
Office - no identification, appears occupied	
Building 4	**20,200 sq. ft.**
Vacant - former drug store	
Building 5	**10,800 sq. ft**
Uncle Howie's Pizza Restaurant	
Marc's Coin Laundry	
University Plaza Dry Cleaners	
Marci's #2 Beauty Shop	
University Plaza Barber Shop	
Leader Video	
Total Shopping Center	**62,540 sq. ft.**
Currently Vacant	**50,360 sq. ft.**
Percentage Currently Vacant	**80 percent**

Source: City of Redlands Building and Safety and Planning Records, Site Visit.

of Alpha Beta, Thrifty Drug Store was closed in May, 1993. Customers were directed to the existing Thrifty Drug Store on Redlands Blvd. In October of 1993, the closure of Alpha Beta and Thrifty was followed by the departure of ACE Hardware. ACE relocated to a vacant suite within the Lucky shopping center on Redlands Boulevard, next door to Thrifty. Despite the loss of the three largest tenants, the balance of the shopping center remains fully occupied. Tenants include Uncle Howie's Pizza Parlor, University Plaza Dry Cleaning, Leader Video, Marci's Beauty Salon, University Plaza Barber Shop, Marc's Coin

Laundry and the Shell Service Station. The vacant stores comprise 50,360 square feet or eighty percent of the total floor area within the shopping center.

Physical Condition of the Shopping Center

In general, the shopping center appears to be in fair condition, although the architectural style and quantity of landscaping are poor by present standards. The architecture is functional and plain, without a definitive style. A plaza was designed for the area between buildings 3 and 4, however this plaza is not particularly inviting with a long, narrow design with activity (store entrances and driveway frontage) concentrated in the very front. The plaza area is concrete with scattered trees however; it lacks additional elements to soften the appearance and make it more inviting. The shopping center color scheme is primarily beige with a pink tone and aqua blue, however Uncle Howie's Pizza has brick veneer. The center does not have a unifying signage theme, while the signs are not excessive, each store is a different style. In addition, there is no identifying signage along either of the major streets. The street landscaping is pleasant, consisting of lawn and scattered trees, mostly palms. The on-site landscaping is sparse. The planters along the south and east property lines contain scattered shrubs and trees, however much of the wall is exposed and thus a target for occasional graffiti. The shopping center includes three feet high walls along the north and west property lines and six feet walls on the south and east. While these walls are effective in screening the site from adjacent residences, the walls are not attractive (painted cinder block) and are occasionally marred by graffiti. Within the parking areas are scattered landscape planters which contain palm trees and shrubs. The small amount of landscaping in the parking lot area is overwhelmed by the expanse of asphalt. It should be noted that the property owner has continued to maintain the site, irrigating the landscaping, moving the lawn areas and painting over graffiti. Unfortunately, some of the walls have a patchwork appearance due to the variety of paint colors used to cover the graffiti.

On May 19, 1994, an electrical fire broke out at Marc's Coin Laundry, causing about $30,000 in damage to that business. The adjacent tenants, Uncle Howie's Pizza Restaurant and University Plaza Dry Cleaners, suffered some smoke damage but were reopened the following day (Redlands Daily Facts). Damage from the fire is confined to the interior of the business and the exterior of the building does not have any damage or smoke markings. The outcome of this incident could have an additional impact on the future of this shopping center, depending on whether or not it is repaired and the speed of repairs.

Challenges for Revitalization

The most obvious challenge with this site is addressing the high vacancy rate. The departure of the anchor tenants, and in particular the grocery store and drug store, have inconvenienced many neighborhood residents who depended on these stores, particularly those who do not have private automobiles. In addition, the remaining stores have suffered a decline in business as a result of the closures. Physically, the site and buildings appear dated. The site would appear more attractive with facade improvements, a coordinated sign program and enhanced landscaping. Enhanced landscaping could also function to discourage graffiti and provide shade for the parking lot. I believe that revitalization of this shopping center would serve as a catalyst for increased community pride within the surrounding neighborhood which would result in better maintenance and would encourage development of vacant parcels in the area. In addition, I believe that this shopping center could be a focus of pride for residents of the north side, who often feel like "second class citizens" with most city actions directed at the wealthier south side of town.

III.

MARKET STUDY

The following presents a market study for this shopping center which evaluates the market area of this shopping center including demographic and economic characteristics and the identification of potential tenants for the vacant units.

Theoretical Perspectives

A market study defines the market area of a location, based on a reasonable traveling distance for consumers and the location of competing retail centers. Once the market area is defined, the market study analyzes the demographic and economic characteristics of the area and determines the level of demand for specific retail businesses and services. This information is used to determine the feasibility of a retail center and to identify specific users to occupy that center. Mary A. Hines, in her book Shopping Center Development and Investment, describes these factors in the following:

> "What does the market need in light of the competition? What lines of business should be added to satisfy the consumer need? Where do market opportunities exist by price level, brand name, quality of merchandise, and quality of service? From the answers to these and similar questions, we must determine the most advantageous tenant mix (Hines 1988)."

Market studies are designed to analyze the demographics of the market area of a location and consequently determine the mix of services that are appropriate for the market area. According to retail marketing theory, shopping centers are hierarchial in nature, ranging from regional centers drawing consumers from many miles to neighborhood centers catering to those who live in the immediate vicinity. As explained by Brian Berry and John Parr; "The essence of the geography of retail and service businesses is the clustering of establishments in market centers visited by surrounding consumers; the size and composition of the cluster is dependent upon the aggregate demand of the consumers in the region that looks to the market center as a point of focus (Berry and Parr 1988)."

Market studies are based on the central-place theory, which attempts to explain the location, size, functional characteristics and spacing of clusters of activity. In addition to shopping, consumers also look to central places for socializing, entertainment, political activities, education and the like. The distance that a consumer is willing to travel for a product depends on the frequency of need. Consequently, neighborhood shopping centers feature items that consumers must purchase frequently, such as food, while regional shopping centers feature major and infrequently purchased items. According to the central-place theory, at any historical moment there is an equilibrium adjustment between consumer demand and the geographic distribution of goods and services, however through time there have been many environmental changes and consequent adjustments in the patterns of businesses and centers (Berry and Parr 1988). The market study attempts to identify all of these variables and predict future trends and thus provide an analysis of the feasibility of shopping center development or upgrading and the mix of uses appropriate for the market area.

Before proceeding into the market analysis for the subject shopping center, it is useful to list some characteristics of market areas, as provided by Brian Berry and John Parr (1988):

> (1) Market areas seldom overlap and consumers generally chose the closest center.
>
> (2) Shopping centers tend to be located near the geometric center of their respective market area.
>
> (3) Small centers provide only a few limited-scale activities, while large centers provide a range of activities and serve a variety of areas.

These characteristics are complemented by other theorists and those practicing in the field of market analysis. John Dawson notes that neighborhood shopping centers are assumed to serve a population of 2,500 to 40,000 people within a six minute drive and that consumers will visit the nearest center (Dawson 1983). According to Mary Hines, a neighborhood shopping center provides goods and services that are frequently purchased. Regular customers of these centers will live or work within five minutes driving time. These centers are typically located at the corner of main traffic arteries and are anchored by a supermarket and drugstore (Hines 1988). A. Coskun Samli, in his book <u>Retail Marketing Strategy</u>, also notes the importance of location but goes into more detail on the variety of consumer characteristics, methods of measuring consumer preferences, market segmentation and specialization, and detailed mathematical models to determine the feasibility of a site.

Defining the Market Area

In order to determine the market area of the University Plaza Shopping Center, I will use the concepts presented in the preceding section and map the resulting market area. The first step is to plot the location of the existing shopping centers within the City of Redlands and surrounding areas. Next I identified the type of center in each location and the mix of tenants for each. I paid particular attention to the location of grocery stores and noted the quality of the store, prices and the quality of the merchandise. I feel that these factors are important in determining leakage from one market area to another. The next step was to determine a five to six minute driving radius around each center, paying special attention to overlapping areas. I then plotted the driving radius for each center on a census tract map, making small adjustments as necessary to conform to census tracts. The resulting map is shown in Appendix D and illustrates the likely geographic market area for each of the shopping centers with a supermarket in Redlands. Additional support documentation is located in Appendices E and F. In plotting the market areas, I also considered the type of market - conventional supermarket, superstore, combination food and drug and warehouse, based on the classifications in the U.S. Bureau of the Census, Statistical Abstract (1993), as well as the type of shopping center (neighborhood, community, sub-regional). According to Mary Hines, in her book Shopping Center Development and Investment, a neighborhood center caters to those within five minutes distance, while community centers draw from as much as a fifteen minute radius and regional centers draw from a twenty minute radius (1988). Supermarkets within community and regional centers are more price and quality sensitive since they are competing with multiple neighborhood centers and are subject to comparison shopping by consumers. My determination of the appropriate market areas was also influenced by personal visits to each of the supermarkets and my observations of the consumers, products, prices, quality and success of the center.

Supermarkets in Redlands

At the present time there are eight supermarkets in the City of Redlands. In addition, as noted in the introduction, the city contains two vacant stores that formerly housed supermarkets. Using the methodology provided by the U.S. Census Bureau Statistical Abstract (1993), I classified each of the supermarkets as shown in Table 2.

TABLE 2
SUPERMARKETS IN THE CITY OF REDLANDS

Market	Type	Market Area Statistics Population	Households
Stater Brothers - West	Conventional	7,200	2,947
Food-4-Less	Warehouse	897*	429*
Stater Brothers - East	Conventional	12,802	4,595
Stater Brothers - Central	Conventional	6,265	1,905
Albertsons	Superstore	10,736	4,079
Gerrards - East	Conventional	5,290	1,801
Lucky	Food & Drug	11,629	4,761
Gerrards - Central	Conventional	5,575	2,079

Source: 1990 Census Tract Data, 1993 Statistical Abstract of the United States
* Food-4-Less is located in a primarily commercial area at the western fringe of the City. The number presented represents those residents within the City of Redlands for which this is the closest grocery store. Most of this stores market area is not within the City limits, in addition, due to the type of store, it is presumed that it attracts occasional purchases from throughout the City.

According to the Census Bureau, a conventional supermarket sells food and dry goods in a traditional format. A superstore contains a wider variety of products than a conventional supermarket including specialty and service departments and considerable non-food products. A warehouse store contains limited product variety and fewer services, and utilizes case and bulk shelving practices. A combination food and drug supermarket includes a pharmacy, a nonprescription drug department and a greater variety of health and beauty aids. Additional supermarket formats are the superwarehouse and the hypermarket, however neither of these is represented in Redlands. The hierarchy of supermarket types also reflects an increasing trade area, as the larger and more extensive stores draw consumers from a larger market area.

In addition to the market area and population characteristics noted in Table 2, I prepared a revised map and population distribution based on the re-opening of a supermarket in the University Plaza Shopping Center. I found that the addition of a supermarket in the northern portion of the City had the greatest impact on Stater Brothers, affecting the market area of both the Stater Brothers - East and Stater Brothers - Central stores. Albertsons would also suffer a sizable decline in population base with the remainder of the city's supermarkets unaffected or only minimally affected. Using the average food expenditures per household as published by the U.S. Census Statistical Abstract, I calculated the approximate annual sales for each supermarket, based on the market areas I plotted. These calculations are shown in Table 3. It should be noted that these figures are based on food sales only, and the true sales by each market are significantly larger, due to general merchandise and alcohol sales. In addition, these calculations are based on the average annual family expenditures for households in the western United States and are not adjusted specifically for the Redlands market.

TABLE 3
CITY OF REDLANDS
ESTIMATED ANNUAL FOOD SALES PER SUPERMARKET

Market	Current		With University Plaza		Without Stater's - Central	
	Amount $	%	Amount $	%	Amount $	%
Stater's - West	13,834,702	13%	13,834,702	13%	13,836,165	13%
Stater's - Central	21,575,701	20%	15,990,754	15%	15,991,170	15%
Stater's - East	8,944,000	8%	3,824,637	4%	0	0%
Subtotal - All Stater's	**44,354,403**	**42%**	**33,650,093**	**32%**	**47,278,650***	**45%***
Gerrards - Central	9,762,120	9%	9,762,120	9%	8,047,230	8%
Gerrards - East	8,456,096	8%	8,048,524	8%	9,760,905	9%
Subtotal - All Gerrards	**18,218,216**	**17%**	**17,810,644**	**17%**	**17,808,135**	**17%**
Food-4-Less	2,016,278	2%	2,016,278	2%	2,014,155	2%
Albertsons	19,151,599	18%	13,488,475	13%	17,315,160	16%
Lucky	22,353,273	21%	21,945,701	21%	21,944,430	21%
University Plaza	0	0%	17,452,074	16%	17,451,315*	16%*
TOTAL - REDLANDS	**106,093,768**	**100%**	**106,093,768**	**100%**	**106,093,768**	**100%**

Source: U.S. Statistical Abstract, Average Food Sales Per Household, West, 1993, 1990 Census Tract Data
* This alternative assumes that the new supermarket at University Plaza would be a Stater Brothers and the existing Stater's in central Redlands would be closed.

As noted in Table 3, I examined the existing supermarket distribution as well as two alternatives. The first alternative calculated the approximate food sales that could be expected to be generated if a new supermarket opened in the University Plaza shopping center and all other factors remained the same. The second alternative examined the situation if the new supermarket in the University Plaza was a Stater Brothers Market and the existing Stater's Market on North Orange Street was closed. I examined this alternative because the North Orange Street market is under performing, it is an outdated store and it is located in very close proximity to a new Albertsons. If Stater Brothers were to open a new store in University Plaza and close the North Orange store, they would increase their share of the market in Redlands and would be poised to take advantage of additional growth, since all three of their stores would be located in the areas of Redlands with the most undeveloped residential land. In addition, the north Orange Street site would have a lot of value for other uses since it has freeway visibility and access and is located on a freestanding parcel with four street frontages.

Market Area Demographic and Economic Characteristics

As described in the preceding sections, I identified the market area of the University Plaza shopping center and calculated that this location would be favorable for the location of a supermarket. Appendix C presents 1990 census demographic and economic information for each of the census tracts within the City of Redlands. The census tracts that would be within the University Plaza market area are 80.01, 80.02, 84.01, and 84.04. These tracts have a slightly younger population than the city as a whole, have a slightly larger median household size, and have vacancy rates and tenure that are similar to the rest of the city. These tracts have housing values and per capita income that is less than the City's median. The market area includes older, lower income homeowner areas, lower income rental apartments, moderate income owner and renter areas and moderate to upper income new housing tracts. In addition, the University of Redlands is located within the market area. The University houses over 1,000 students on-campus and apartments in the area provide housing for additional students. The market area is suitable for the location of a supermarket and associated neighborhood stores due to the relatively young, primarily family, population with moderate incomes and the presence of scattered undeveloped low and medium density residential parcels. These vacant properties will allow the market area to continue to expand and the lack of vacant commercial land will prevent additional neighborhood centers from diluting the population base.

As noted previously, the University Plaza center contains vacant stores which formerly housed a supermarket, hardware store and drug store. The balance of the center is fully occupied with neighborhood service-oriented stores. The zoning of the site is C-2, Neighborhood Convenience Center District. This zoning district is intended to meet the commercial needs of residents within two miles of the center. In addition to the uses previously noted, the zone permits the sale of convenience goods such as retail bakeries, delicatessen, florists and gifts; shopper's goods such as apparel, dry goods, jewelry and portable appliances; and services such as a branch bank and shoe repair (Redlands Zoning Code). In examining the permitted uses as well as the goods and services sold in the closest shopping centers, it appears that the most probable uses for this center are a supermarket, delicatessen and drug store. The shopping center presents a unique opportunity for a supermarket since both the previous supermarket and adjacent former hardware store are vacant. This presents the opportunity to combine the spaces into a larger store that will more easily accommodate a modern supermarket. In addition, as noted previously, the site could accommodate an additional 6,475 square feet of building, which could also be added to supermarket for a store space of 37,835 square feet. If the addition closed in part of the plaza between buildings 2 and 3, a portion of building 3 could also be utilized for the market. This will bring the supermarket up to the current average size of a new supermarket of 35,006 square feet (West 1988). An idea would be to convert the rear portion of the building 3 and the addition into the stocking, loading and backroom areas of the market and utilize the existing parts of buildings 1 and 2 for the market. The front portion of building 3 could then house a mini-pharmacy (such as Sav-on Express) or a delicatessen with the front portion of the outdoor plaza used for outdoor dining. This alternative would also add activity to the outdoor plaza area.

Findings of the Market Study

As I have described throughout this chapter, the University Plaza shopping center has a viable market area that can support another supermarket. This finding is reinforced by the fact that the existing neighborhood service businesses have continued to flourish despite the closing of the major stores and resulting eighty percent vacancy factor. In addition, I feel that the closure of the previous Alpha-Beta was due in large part to the parent company's decision to open a new Food-4-Less in Redlands. In addition, the Alpha Beta was under-performing due its outdated store layout, limited variety of goods and higher prices relative to the closest other supermarkets. These observations are borne out by Alan West in his book Handbook of Retailing (1988) where he details that over seventy-five percent of consumers are willing to travel extra distances for lower prices (81%) and a wide selection (78%). As described in the preceding section, the vacancies have presented an opportunity to open a larger, modernized supermarket that can effectively serve consumer needs within the market area. In order to effectively market the former drug store, as well as ensure the continued viability of the entire shopping center, it is essential to locate a supermarket within this center as an anchor. In addition, in order to effectively compete with other supermarkets and attract consumers in the newer housing tracts within the market area, it is important to upgrade the appearance of the entire shopping center.

IV.

REVITALIZATION STRATEGY

Throughout this paper, I have demonstrated the deficiencies of the University Plaza shopping center, however I have also noted that there are a number of positive factors which indicate that there is the demand to support a revitalized shopping center. In addition, these factors indicate the revitalization can be successful and could be the key to stabilization of surrounding areas. It is very important that action begin now, to reverse the process of decline that has begun (Varady 1986, Berry and Parr 1988). This chapter will present a strategy to accomplish revitalization.

Revitalization Needs

As noted in Chapter II, the revitalization needs of the University Plaza shopping center are filling the vacant stores, building and facade improvements, parking lot and landscaping enhancements and coordinated signage. However, revitalization needs in the area are not limited to the commercial shopping center. Two higher density residential developments in the area are experiencing problems related to high vacancies, what I have termed the "multiple ownership" problem. The multiple ownership problem occurs in multiple family rental development where units have separate owners. This is most common in fourplex developments and also occurs in entry level condominiums where the initial buyer moves up and retains the unit as a rental. In both cases, the incidence of units and/or buildings with multiple ownerships leads to varying levels of maintenance and tenant screening. Inevitably, a few units or buildings begin to decline, from lack of maintenance and problem tenants, such as drug dealers and gang members. These units affect the attractiveness of the development and discourage would-be renters and owners, causing vacancy rates to increase and rent levels to decline. Declining revenues cause other owners to defer maintenance and eventually some units and/or buildings are abandoned. Thus, variances in ownership lead to decline and eventually a blighted situation. I have observed this process in several cities, including Redlands, Corona and San Bernardino. A method to rectify this situation is to require that all owners participate in a property owners association that hires a property management firm for maintenance and tenant screening. As noted above, this problem has occurred in rental apartments (fourplexes) and low-priced condominiums in the vicinity. These conditions have led to increased crime. During the research and preparation of this paper, the local newspaper has documented a number of criminal incidents in the area, primarily related to drugs and gangs. Thus, revitalization efforts will also need to address this problem to prevent the area from becoming more blighted and to ensure the success of the shopping center.

In addition to the revitalization needs of the shopping center and multiple family residential areas, there are some infrastructure improvements that are needed in the area. Lugonia Avenue is designated a four-lane highway and some portions have been improved to the full width. However, just to the east and west of the shopping center are two-lane sections which also lack curbs, gutters and sidewalks. These present a traffic hazard and contribute to a neglected appearance.

Finally, as I noted previously, the north side of Redlands has not received the public interest or investment of the downtown or southern parts of the City. This has led to attitudes of apathy and neglect. In order for any revitalization effort to be successful, it must involve the residents of the area in the planning and funding process. This will also help to increase pride among the north side residents, leading to improved maintenance and a commitment to patronizing local stores.

Funding Sources and Programs

The development of an effective revitalization strategy for the University Plaza Shopping Center and surrounding area will draw from a variety of programs and funding mechanisms. In fact, by utilizing a mix of programs and approaches, the chances for success are optimized (Blakely 1989). Possibilities include public-private partnership, community development block grant funds, redevelopment, the City's general fund, the HOME Program, job training, community development corporations, and non-profit groups. The following will briefly describe each of these programs/ opportunities and their feasibility.

Public-private partnerships refer to a variety of activities in which the public sector induces the private sector to behave in desired ways by becoming a partner with it (Lyons and Hamlin 1991). A public private partnership will be essential for this revitalization effort since the shopping center in question is privately owned and the City has an interest in revitalization in order to arrest decline in the area. The property owner has a strong interest in revitalization since the current eighty percent vacancy rate has a major impact on his rental income.

Community Development Block Grant (CDBG) funds are allocated to local jurisdictions by the federal government for community development purposes to meet three national objectives (1) benefitting low and moderate income persons, (2) addressing slums or blight; or (3) meeting a particularly urgent community development need (Dept. of Housing and Community Development 1988). CDBG funds are allocated on a formula basis to qualifying jurisdictions. Since the City of Redlands is not an entitlement community, it receives CDBG funds from San Bernardino County under the Urban Counties program. Eligible activities under the CDBG program include the construction of public facilities and improvements, housing rehabilitation, code enforcement, commercial rehabilitation and special economic development, among others. The scope of activities identified in the revitalization of the University Plaza Shopping Center and surrounding area are within the scope of the CDBG program. However, applications are made on an annual basis with the next deadline occurring in the spring of 1995. In addition, the volume of applications generally exceeds the available funds. Because of these factors, reliance upon CDBG funds for initial activities is not feasible although these funds should be incorporated into the overall revitalization strategy. It would be a good idea to build community support in order to successfully apply for and utilize CDBG funds for ongoing code enforcement, rehabilitation and public improvement activities.

California Redevelopment Law authorizes communities to establish redevelopment agencies, form redevelopment project areas and carry out redevelopment activities. State law specifies the procedures and conditions for redevelopment (Beatty and others 1991). The City of Redlands has previously established a redevelopment agency and a project area in the City's central business district. However, due to a number of problems associated with the downtown project area, the City decided to get out of the redevelopment business, and did. However, the University Plaza Shopping Center exhibits conditions of economic and physical blight and deterioration that would enable the area to be designated a redevelopment project area. The primary financing tool for redevelopment is tax increment financing, where the existing property tax distribution is frozen and increases in tax receipts are allocated to the redevelopment agency. A key feature of redevelopment is that a minimum of twenty percent of all revenues must be set-aside and utilized for low and moderate income housing. Therefore, by establishing a redevelopment project area for this site, the site could be revitalized and funds could be generated for improvements to the surrounding residential areas. However, as noted above, the City of Redlands is not a proponent of redevelopment. In addition, the establishment of a project area is a lengthy process and it is likely that eighteen months would pass before revitalization efforts could begin. Therefore, while redevelopment would be well suited for this site, it is unlikely that it would be utilized.

The City of Redlands could utilize its general fund to facilitate revitalization of this area. However, the City has faced difficult economic times in recent years including layoffs among city staff. Therefore, it is not likely that funds could be set aside for this center. On the other hand, staff presently funded by the general fund could be utilized to plan and coordinate revitalization efforts. In addition, public improvements in the area could be incorporated into the City's Capital Improvement Budget and given priority status.

The HOME Program is a federal program for housing, utilizing the same formula for distribution as the CDBG Program. The City of Redlands is part of a consortium with San Bernardino County and other smaller cities in the county under the HOME Program. Eligible activities under HOME include the acquisition and rehabilitation of multiple family units, homeowner rehabilitation and first-time homebuyer assistance. The City of Redlands could designate this area as a priority area and apply to the County for funds. The HOME Program could be an important component of neighborhood revitalization.

Job training programs are administered by the County under federal programs. Job training is a necessary complement to residential revitalization, to enable lower income residents to obtain beneficial employment.

A Community Development Corporation (CDC) is a nonprofit organization controlled by residents of low to moderate income areas to help stimulate economic and physical improvement of the community (Blakely 1989). The formation of a North Redlands CDC could be an important component of revitalization of the entire north side. A local CDC would be an important method for local residents to be actively involved in revitalization. However, like many of the programs noted above, formation and capacity building for the CDC would take some time and thus would not be appropriate to begin the revitalization effort. On the other hand, city leadership of the initial efforts could be transferred to the CDC once it had the management capability.

Non-profit organizations, such as churches, community groups and national organizations, are important members of the community and can be key participants in revitalization. The City of Redlands has several active public service non-profits. In addition, several churches are located in the vicinity of the University Plaza shopping center, including one that is just across the Church Street from the site. These organizations can be effective components of the revitalization effort, particularly in meeting human needs.

Revitalization Strategy

The goal of the University Plaza revitalization effort is to rehabilitate the University Plaza Shopping Center, fill the existing vacancies and arrest the decline of surrounding residential areas. In other words, the goal is to ensure a strong, viable neighborhood for years to come.

In order to achieve this goal, the following action plan is suggested:

(1) Locate a supermarket to occupy the vacant storefront and market the shopping center to potential tenants of the other vacant stores.

(2) Provide assistance to the supermarket and other new tenants in rehabilitating the site to meet their needs.

(3) Develop a unified sign program for the entire shopping center.

(4) Upgrade the landscaping and parking areas for the entire center.

(5) Develop a facade improvement program for the balance of the center.

(6) Institute a community policing program in the neighborhood, possibly locating a branch police station in the center. Promote neighborhood watch and anti-graffiti programs in the area.

(7) Develop a program to address absentee landlords and institute tenant screening and selection programs.

(8) Develop a program for rehabilitation of deteriorating residential units in the neighborhood.

(9) Develop the capacity of local groups and investigate the formation of a CDC to provide long-term support for the neighborhood.

(10) Adopt zoning and public policies to promote the success of existing retail centers and carefully evaluate new development for their impacts on existing uses.

Initially, this program will need to be spearheaded by the City of Redlands. The City should try to obtain CDBG or other funds to loan to the property owner for site improvements. In addition, these funds should be sought to assist new tenants in locating in the center. The City should also utilize any available redevelopment set-aside housing funds and existing rehabilitation programs to assist in upgrading of the housing stock. Finally, the police department should form a target area around this center to implement community policing and build a community commitment to improvement.

V.
CONCLUSION

This research project has established the need for revitalization of the University Plaza Shopping Center in the City of Redlands. The market study presented herein has demonstrated the demand for a supermarket to locate within this center. In addition, it is in the best interest of the City to promote existing businesses and centers ahead of new development. Finally, this paper presented an action plan for revitalization and analyzed a number of potential funding sources. This plan is consistent with the City of Redlands General Plan which established the guiding policy of "Maintain existing shopping centers. Do not establish new centers in areas already served (City of Redlands 1993)." In addition, the general plan sets forth the following economic development policy, "Assist in the expansion and retention of existing businesses and industries (City of Redlands 1993)."

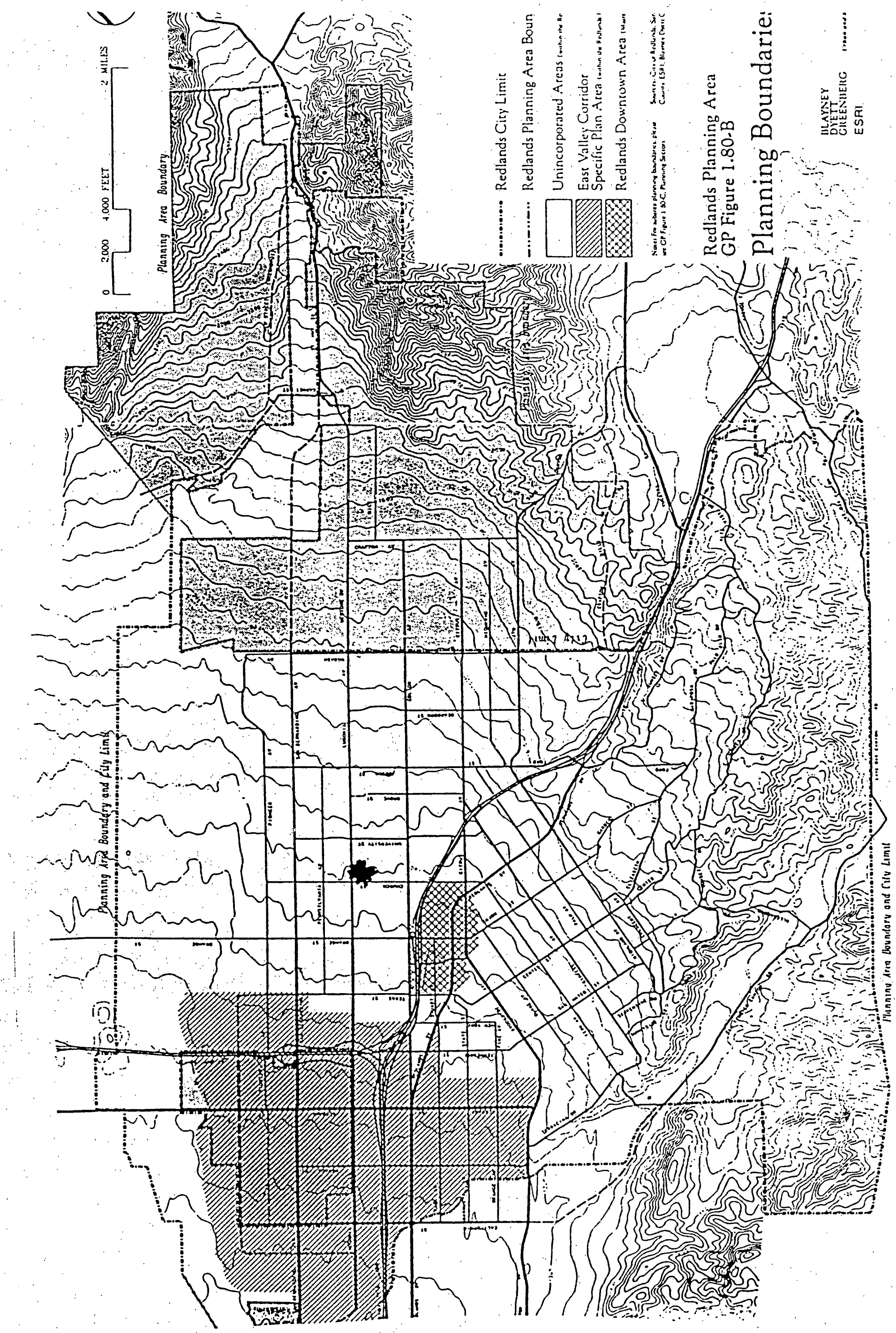
At the present time, the University Plaza Shopping Center is a focal point of the north side community that is contributing to a trend of decline. The City of Redlands has also experienced a number of conflicts between the north and south sides of town. By taking the initiative and focusing on revitalization of this center, the City can take a significant step in revitalization of the north side and well as fostering good will between these two areas of the City. I think that the time is ripe for the City to take action and this study presents convincing arguments for this revitalization program to begin.

APPENDIX A:

Locational Map

Locational Map

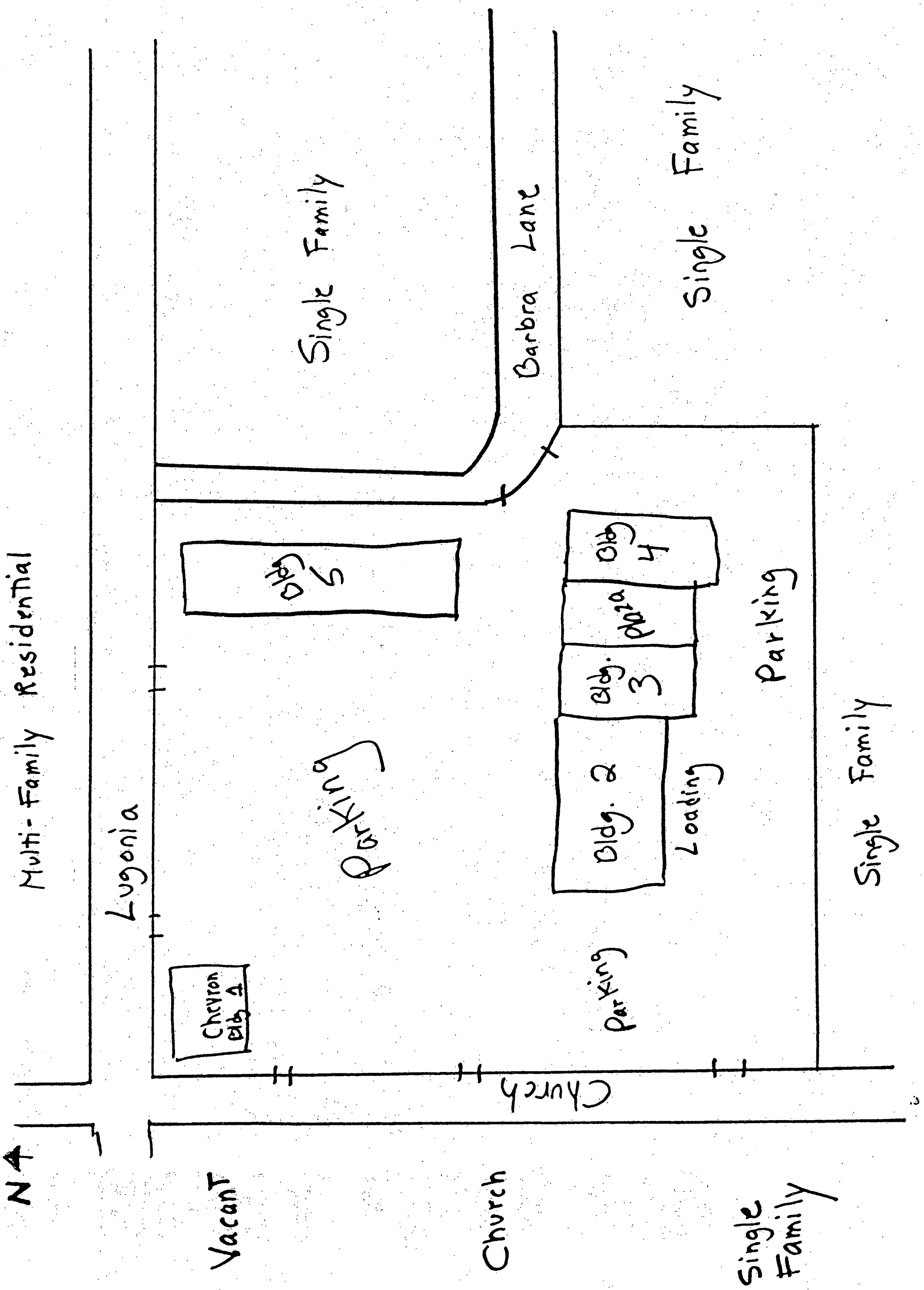
University Plaza Shopping Center



APPENDIX B:

Site Plan

Site Plan


Single Family
Barbra Lane
Single Family
Multi-Family Residential
Lugonia
Bldg 5
Bldg 4
Plaza
Bldg. 3
Bldg. 2
Loading
Parking
Parking
Parking
Single Family
Chevron Bldg 1
Church
N
Vacant
Church
Single Family

APPENDIX C:

1990 Census Area Profile

CITY OF REDLANDS 1990 CENSUS TRACT DATA

CENSUS TRACT:	72	73	76.02	77	78	79
SQ KM	0.0	0.9	0.6	0.0	10.3	0.4
SQ MILES	0.0	0.4	0.2	0.0	4.0	0.1
POPULATION	76	100	NONE	NONE	2,415	NONE
DENSITY	NA	250	NA	NA	604	NA
MEDIAN AGE	26.3	26.1	NA	NA	28.3	NA
AGE 0-5	6	17	NA	NA	140	NA
PERCENT	7.9%	17.0%	NA	NA	5.8%	NA
AGE 5-17	21	22	NA	NA	359	NA
PERCENT	27.6%	22.0%	NA	NA	14.9%	NA
AGE 18-64	45	55	NA	NA	1,814	NA
PERCENT	59.2%	55.0%	NA	NA	75.1%	NA
AGE 65 +	4	6	NA	NA	102	NA
PERCENT	5.3%	6.0%	NA	NA	4.2%	NA
PERSONS PER HOUSEHOLD	3.62	3.85	NA	NA	2.01	NA
FAMILIES	17	24	NA	NA	561	NA
FAMILIES W/CHILDREN	10	16	NA	NA	285	NA
% FAMILIES WITH CHILDREN	58.8%	66.7%	NA	NA	50.8%	NA
FEMALE HOUSEHOLDER	4	1	NA	NA	147	NA
FEM. HSHLDS W/CHILDREN	4	1	NA	NA	102	NA
% FEM. HSHLDS W/CHILDREN	100.0%	100.0%	NA	NA	69.4%	NA
INSTITUTIONALIZED PERSONS	0	0	NA	NA	1	NA
PERSONS IN GROUP QUARTERS	0	0	NA	NA	0	NA
AGE GROUPS						
UNDER FIVE	6	17	NA	NA	140	NA
AGE 65-74	2	6	NA	NA	65	NA
AGE 75-84	2	0	NA	NA	35	NA
AGE 85+	0	0	NA	NA	2	NA
AGE 18+	49	61	NA	NA	1,916	NA
HOUSING UNITS	22	29	NA	NA	1,428	NA
OCCUPIED HOUSING UNITS	21	26	NA	NA	1,170	NA
VACANT HOUSING UNITS	1	3	NA	NA	258	NA
PERCENTAGE VACANT	4.5%	10.3%	NA	NA	18.1%	NA
OWNER OCCUPIED UNITS	13	18	NA	NA	115	NA
PERCENT OWNER OCCUPIED	61.9%	69.2%	NA	NA	9.8%	NA
MEDIAN # OF ROOMS - ALL	4.8	5.5	NA	NA	4.1	NA
MEDIAN # ROOMS - OWNER	4.9	5.9	NA	NA	5.4	NA
MEDIAN # ROOMS - RENTER	4.8	4.0	NA	NA	4.1	NA
MEDIAN PERSONS PER UNIT	2.92	3.67	NA	NA	1.86	NA
MED. PERSONS/UNIT - OWNER	2.88	3.50	NA	NA	1.82	NA
MED. PERSONS/DU - RENTER	3.00	4.50	NA	NA	1.86	NA
1.01 TO 1.50 PERSONS/ROOM	1	4	NA	NA	23	NA
1.51 OR MORE PERSONS/ROOM	3	2	NA	NA	7	NA
% OVERCROWDED (1.01+)	19.0%	23.1%	NA	NA	2.6%	NA
% SEVERE OVERCROWDED (1.51+	14.3%	7.7%	NA	NA	0.6%	NA
MEDIAN OWNER VALUE	$75,800	$170,800	NA	NA	$96,700	NA
COLLEGE ENROLLMENT	0	0	NA	NA	353	NA

CITY OF REDLANDS 1990 CENSUS TRACT DATA

CENSUS TRACT:	72	73	76.02	77	78	79
PERCENT HIGH SCHOOL GRAD.	100.0%	NA	NA	NA	90.5%	NA
PERCENT WITH BA OR HIGHER	0.0%	NA	NA	NA	28.5%	NA
PERSONS AGE 5+	21	NA	NA	NA	2,349	NA
SAME HOUSE IN 1985	0	NA	NA	NA	182	NA
PERCENT SAME HOUSE IN 1985	0.0%	NA	NA	NA	7.7%	NA
WORK IN REDLANDS	0	NA	NA	NA	559	NA
% WORKING IN REDLANDS	0.0%	NA	NA	NA	34.0%	NA
WORK IN S.B./RIV. COUNTIES	14	NA	NA	NA	1,430	NA
% WORK IN S.B./RIV COUNTIES	100.0%	NA	NA	NA	87.0%	NA
WORK OUT S.B./RIV. COUNTIES	0	NA	NA	NA	94	NA
% WORK OUT S.B/RIV. COUNT.	0.0%	NA	NA	NA	5.7%	NA
PERSONS IN LABOR FORCE	14	NA	NA	NA	1,643	NA
UNEMPLOY. RATE (CIVILIAN)	0.0%	NA	NA	NA	6.5%	NA
MEDIAN HOUSEHOLD INCOME	$36,250	NA	NA	NA	$29,858	NA
MEDIAN FAMILY INCOME	$36,250	NA	NA	NA	$31,250	NA
PER CAPITA INCOME	$11,825	NA	NA	NA	$17,745	NA
% OF FAMILIES BELOW POV.	0.0%	NA	NA	NA	4.4%	NA
PERSONS BELOW POV.	0	NA	NA	NA	270	NA
CHILDREN BELOW POV.	0	NA	NA	NA	45	NA
SENIORS BELOW POV.	0	NA	NA	NA	5	NA
TOTAL HOUSING UNITS	17	7	NA	NA	1457	NA
UNITS BUILT 1980 TO 1990	0	7	NA	NA	1228	NA
PERCENT BUILT 1980 TO 1990	0.0%	100.0%	NA	NA	84.3%	NA
UNITS BUILT BEFORE 1940	0	0	NA	NA	46	NA
PERCENT BUILT BEFORE 1940	0.0%	0.0%	NA	NA	3.2%	NA
NUMBER OF CONDO. UNITS	0	0	NA	NA	138	NA
PERCENT CONDOMINIUMS	0.0%	0.0%	NA	NA	9.5%	NA
COMPLETE KITCHEN FACIL.	17	7	NA	NA	1457	NA
% LACKING COM. KITCHENS	0.0%	0.0%	NA	NA	0.0%	NA
LACKING COMP. PLUMBING	0	0	NA	NA	0	NA
% LACKING COMP. PLUMBING	0.0%	0.0%	NA	NA	0.0%	NA
MED. OWN. COST (MORTGAGED)	$475	NA	NA	NA	$658	NA
MEDIAN MONTHLY RENT	NA	NA	NA	NA	$639	NA

CITY OF REDLANDS 1990 CENSUS TRACT DATA

CENSUS TRACT:	80.01	80.02	81	82	83.01	83.02
SQ KM	4.2	3.5	1.8	2.4	3.0	4.5
SQ MILES	1.6	1.4	0.7	0.9	1.2	1.7
POPULATION	5,291	7,240	3,338	5,020	6,477	3,240
DENSITY	3,307	5,171	4,769	5,578	5,398	1,906
MEDIAN AGE	29.0	25.9	30.9	38.4	36.1	38.3
AGE 0-5	499	820	263	301	367	171
PERCENT	9.4%	11.3%	7.9%	6.0%	5.7%	5.3%
AGE 5-17	1,222	1,728	450	644	1,154	668
PERCENT	23.1%	23.9%	13.5%	12.8%	17.8%	20.6%
AGE 18-64	3,232	4,143	2,191	2,894	3,869	1,943
PERCENT	61.1%	57.2%	65.6%	57.6%	59.7%	60.0%
AGE 65 +	338	549	434	1,181	1,087	458
PERCENT	6.4%	7.6%	13.0%	23.5%	16.8%	14.1%
PERSONS PER HOUSEHOLD	3.26	3.31	1.95	2.07	2.55	2.78
FAMILIES	1,318	1,700	776	1,258	1,599	940
FAMILIES W/CHILDREN	740	1014	394	494	793	431
% FAMILIES WITH CHILDREN	56.1%	59.6%	50.8%	39.3%	49.6%	45.9%
FEMALE HOUSEHOLDER	219	485	212	238	207	90
FEM. HSHLDS W/CHILDREN	119	302	136	124	118	44
% FEM. HSHLDS W/CHILDREN	54.3%	62.3%	64.2%	52.1%	57.0%	48.9%
INSTITUTIONALIZED PERSONS	0	0	0	107	466	0
PERSONS IN GROUP QUARTERS	0	56	2	0	0	0
AGE GROUPS						
UNDER FIVE	499	820	263	301	367	171
AGE 65-74	223	303	197	477	457	292
AGE 75-84	91	183	171	452	360	129
AGE 85+	24	63	66	252	270	37
AGE 18+	3,570	4,692	2,625	4,075	4,956	2,401
HOUSING UNITS	1,684	2,299	1,792	2,493	2,418	1,206
OCCUPIED HOUSING UNITS	1,622	2,171	1,683	2,357	2,323	1,165
VACANT HOUSING UNITS	62	128	109	136	95	41
PERCENTAGE VACANT	3.7%	5.6%	6.1%	5.5%	3.9%	3.4%
OWNER OCCUPIED UNITS	1,168	884	295	1,131	1,304	1,023
PERCENT OWNER OCCUPIED	72.0%	40.7%	17.5%	48.0%	56.1%	87.8%
MEDIAN # OF ROOMS - ALL	5.3	4.5	3.9	4.9	5.5	6.6
MEDIAN # ROOMS - OWNER	5.6	5.1	4.9	6.1	6.6	6.7
MEDIAN # ROOMS - RENTER	4.6	4.1	3.8	3.8	4.0	5.6
MEDIAN PERSONS PER UNIT	3.04	2.98	1.63	1.78	2.26	2.43
MED. PERSONS/UNIT - OWNER	2.99	2.80	1.58	2.08	2.66	2.38
MED. PERSONS/DU - RENTER	3.15	3.08	1.65	1.50	1.82	3.45
1.01 TO 1.50 PERSONS/ROOM	115	245	46	29	48	18
1.51 OR MORE PERSONS/ROOM	57	220	51	23	7	12
% OVERCROWDED (1.01+)	10.6%	21.4%	5.8%	2.2%	2.4%	2.6%
% SEVERE OVERCROWDED (1.51+	3.5%	10.1%	3.0%	1.0%	0.3%	1.0%
MEDIAN OWNER VALUE	$100,400	$81,200	$102,300	$139,300	$159,200	$171,800
COLLEGE ENROLLMENT	242	499	268	403	588	317

CITY OF REDLANDS 1990 CENSUS TRACT DATA

CENSUS TRACT:	80.01	80.02	81	82	83.01	83.02
PERCENT HIGH SCHOOL GRAD.	71.9%	58.1%	80.8%	89.0%	89.6%	90.1%
PERCENT WITH BA OR HIGHER	14.4%	7.3%	24.3%	38.7%	36.0%	46.7%
PERSONS AGE 5+	4,830	6,381	3,108	4,731	6,101	3,063
SAME HOUSE IN 1985	2,322	2,805	718	2,126	2,412	1,841
PERCENT SAME HOUSE IN 1985	48.1%	44.0%	23.1%	44.9%	39.5%	60.1%
WORK IN REDLANDS	606	833	635	960	1,174	545
% WORKING IN REDLANDS	22.1%	27.1%	33.3%	37.4%	35.2%	32.7%
WORK IN S.B./RIV. COUNTIES	2,392	2,579	1,636	2,229	3,087	1,494
% WORK IN S.B./RIV COUNTIES	87.3%	84.0%	85.8%	86.8%	92.6%	89.5%
WORK OUT S.B./RIV. COUNTIES	155	76	108	186	121	118
% WORK OUT S.B/RIV. COUNT.	5.7%	2.5%	5.7%	7.2%	3.6%	7.1%
PERSONS IN LABOR FORCE	2,741	3,070	1,907	2,567	3,335	1,669
UNEMPLOY. RATE (CIVILIAN)	4.9%	11.1%	5.7%	4.6%	3.5%	1.9%
MEDIAN HOUSEHOLD INCOME	$38,731	$21,409	$24,190	$30,183	$41,146	$54,472
MEDIAN FAMILY INCOME	$40,903	$22,232	$29,073	$42,566	$47,692	$62,102
PER CAPITA INCOME	$12,089	$7,794	$14,965	$19,580	$19,259	$28,612
% OF FAMILIES BELOW POV.	7.4%	22.4%	9.4%	7.3%	3.7%	1.7%
PERSONS BELOW POV.	423	1,848	426	532	306	101
CHILDREN BELOW POV.	188	972	150	210	127	36
SENIORS BELOW POV.	28	22	60	72	36	0
TOTAL HOUSING UNITS	1682	2299	1792	2493	2418	1206
UNITS BUILT 1980 TO 1990	807	590	311	272	957	112
PERCENT BUILT 1980 TO 1990	48.0%	25.7%	17.4%	10.9%	39.6%	9.3%
UNITS BUILT BEFORE 1940	66	330	272	1043	176	211
PERCENT BUILT BEFORE 1940	3.9%	14.4%	15.2%	41.8%	7.3%	17.5%
NUMBER OF CONDO. UNITS	0	106	177	195	17	0
PERCENT CONDOMINIUMS	0.0%	4.6%	9.9%	7.8%	0.7%	0.0%
COMPLETE KITCHEN FACIL.	1682	2291	1772	2485	2418	1206
% LACKING COM. KITCHENS	0.0%	0.3%	1.1%	0.3%	0.0%	0.0%
LACKING COMP. PLUMBING	0	8	13	0	0	0
% LACKING COMP. PLUMBING	0.0%	0.3%	0.7%	0.0%	0.0%	0.0%
MED. OWN. COST (MORTGAGED)	$971	$702	$781	$984	$1,195	$1,118
MEDIAN MONTHLY RENT	$639	$536	$513	$556	$620	$693

CITY OF REDLANDS 1990 CENSUS TRACT DATA

CENSUS TRACT:	84.01	84.02	84.03	84.04	85	86
SQ KM	7.0	2.6	5.3	1.3	10.3	4.8
SQ MILES	2.7	1.0	2.0	0.5	4.0	1.9
POPULATION	6,376	6,381	5,544	3,395	5,456	45
DENSITY	2,361	6,381	2,772	6,790	1,364	24
MEDIAN AGE	31.5	32.8	36.7	22.2	43.2	28.9
AGE 0-5	585	522	378	258	237	9
PERCENT	9.2%	8.2%	6.8%	7.6%	4.3%	20.0%
AGE 5-17	1,250	1,514	1,172	512	984	8
PERCENT	19.6%	23.7%	21.1%	15.1%	18.0%	17.8%
AGE 18-64	3,835	3,774	3,354	2,363	3,363	24
PERCENT	60.1%	59.1%	60.5%	69.6%	61.6%	53.3%
AGE 65 +	706	571	640	262	872	4
PERCENT	11.1%	8.9%	11.5%	7.7%	16.0%	8.9%
PERSONS PER HOUSEHOLD	2.68	2.90	2.86	2.45	2.72	2.81
FAMILIES	1,633	1,723	1,510	557	1,713	10
FAMILIES W/CHILDREN	891	1023	800	360	623	7
% FAMILIES WITH CHILDREN	54.6%	59.4%	53.0%	64.6%	36.4%	70.0%
FEMALE HOUSEHOLDER	196	175	145	187	112	0
FEM. HSHLDS W/CHILDREN	120	102	77	150	46	0
% FEM. HSHLDS W/CHILDREN	61.2%	58.3%	53.1%	80.2%	41.1%	0.0%
INSTITUTIONALIZED PERSONS	0	0	141	8	0	0
PERSONS IN GROUP QUARTERS	0	0	0	0	0	0
AGE GROUPS						
UNDER FIVE	585	522	378	258	237	9
AGE 65-74	418	354	351	140	603	4
AGE 75-84	236	190	185	91	222	0
AGE 85+	52	27	104	31	47	0
AGE 18+	4,541	4,345	3,994	2,625	4,235	28
HOUSING UNITS	2,456	2,298	1,970	1,019	2,057	18
OCCUPIED HOUSING UNITS	2,383	2,198	1,888	953	2,009	16
VACANT HOUSING UNITS	73	100	82	66	48	2
PERCENTAGE VACANT	3.0%	4.4%	4.2%	6.5%	2.3%	11.1%
OWNER OCCUPIED UNITS	1,583	1,840	1,594	174	1,873	9
PERCENT OWNER OCCUPIED	66.4%	83.7%	84.4%	18.3%	93.2%	56.3%
MEDIAN # OF ROOMS - ALL	5.3	6.1	6.5	4.1	7.2	4.7
MEDIAN # ROOMS - OWNER	5.8	6.2	6.8	5.3	7.3	5.1
MEDIAN # ROOMS - RENTER	4.3	5.7	5.2	3.9	6.3	3.3
MEDIAN PERSONS PER UNIT	2.33	2.71	2.61	2.10	2.35	2.70
MED. PERSONS/UNIT - OWNER	2.32	2.61	2.70	1.91	2.33	3.00
MED. PERSONS/DU - RENTER	2.35	3.20	2.23	2.15	3.00	2.00
1.01 TO 1.50 PERSONS/ROOM	83	24	22	58	11	1
1.51 OR MORE PERSONS/ROOM	29	7	3	26	4	1
% OVERCROWDED (1.01+)	4.7%	1.4%	1.3%	8.8%	0.7%	12.5%
% SEVERE OVERCROWDED (1.51+	1.2%	0.3%	0.2%	2.7%	0.2%	6.3%
MEDIAN OWNER VALUE	$122,400	$141,500	$163,300	$112,800	$235,100	$88,800
COLLEGE ENROLLMENT	570	526	461	1202	562	0

CITY OF REDLANDS 1990 CENSUS TRACT DATA

CENSUS TRACT:	84.01	84.02	84.03	84.04	85	86
PERCENT HIGH SCHOOL GRAD.	84.1%	91.9%	92.8%	78.2%	96.4%	100.0%
PERCENT WITH BA OR HIGHER	25.3%	31.6%	41.6%	11.4%	56.9%	0.0%
PERSONS AGE 5+	5,790	5,832	5,089	3,193	5,240	28
SAME HOUSE IN 1985	1,855	1,812	2,224	761	3,264	7
PERCENT SAME HOUSE IN 1985	32.0%	31.1%	43.7%	23.8%	62.3%	25.0%
WORK IN REDLANDS	669	874	798	721	1,029	0
% WORKING IN REDLANDS	22.1%	27.4%	29.2%	43.3%	38.1%	0.0%
WORK IN S.B./RIV. COUNTIES	2,726	2,775	2,439	1,415	2,480	14
% WORK IN S.B./RIV COUNTIES	89.8%	87.1%	89.3%	85.0%	91.8%	100.0%
WORK OUT S.B./RIV. COUNTIES	214	241	177	37	137	0
% WORK OUT S.B/RIV. COUNT.	7.1%	7.6%	6.5%	2.2%	5.1%	0.0%
PERSONS IN LABOR FORCE	3,034	3,187	2,732	1,664	2,702	14
UNEMPLOY. RATE (CIVILIAN)	2.9%	3.4%	3.1%	11.7%	1.9%	0.0%
MEDIAN HOUSEHOLD INCOME	$37,009	$50,207	$57,951	$22,750	$64,083	$16,250
MEDIAN FAMILY INCOME	$41,743	$53,468	$60,997	$25,496	$67,257	$23,750
PER CAPITA INCOME	$14,585	$17,390	$21,873	$8,948	$34,592	$8,496
% OF FAMILIES BELOW POV.	4.7%	2.1%	1.2%	15.4%	1.0%	0.0%
PERSONS BELOW POV.	467	213	107	399	140	0
CHILDREN BELOW POV.	186	75	32	206	21	0
SENIORS BELOW POV.	52	26	6	16	11	0
TOTAL HOUSING UNITS	2456	2298	1967	1022	2061	14
UNITS BUILT 1980 TO 1990	1012	973	804	149	115	0
PERCENT BUILT 1980 TO 1990	41.2%	42.3%	40.9%	14.6%	5.6%	0.0%
UNITS BUILT BEFORE 1940	187	6	44	84	186	0
PERCENT BUILT BEFORE 1940	7.6%	0.3%	2.2%	8.2%	9.0%	0.0%
NUMBER OF CONDO. UNITS	225	48	199	40	16	0
PERCENT CONDOMINIUMS	9.2%	2.1%	10.1%	3.9%	0.8%	0.0%
COMPLETE KITCHEN FACIL.	2443	2292	1955	1013	2055	14
% LACKING COM. KITCHENS	0.5%	0.3%	0.6%	0.9%	0.3%	0.0%
LACKING COMP. PLUMBING	0	0	0	0	0	0
% LACKING COMP. PLUMBING	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
MED. OWN. COST (MORTGAGED)	$984	$1,087	$1,188	$699	$1,267	NA
MEDIAN MONTHLY RENT	$634	$869	$703	$530	$1,181	$675

CITY OF REDLANDS 1990 CENSUS TRACT DATA

CENSUS TRACT:	87.01	TOTAL
SQ KM	0.0	63.0
SQ MILES	0.0	24.3
POPULATION	NONE	60,394
DENSITY	NA	2,485
MEDIAN AGE	NA	32.4
AGE 0-5	NA	4,573
PERCENT	NA	7.6%
AGE 5-17	NA	11,708
PERCENT	NA	19.4%
AGE 18-64	NA	36,899
PERCENT	NA	61.1%
AGE 65 +	NA	7,214
PERCENT	NA	11.9%
PERSONS PER HOUSEHOLD	NA	2.65
FAMILIES	NA	15,339
FAMILIES W/CHILDREN	NA	7,881
% FAMILIES WITH CHILDREN	NA	51.4%
FEMALE HOUSEHOLDER	NA	2,418
FEM. HSHLDS W/CHILDREN	NA	1,445
% FEM. HSHLDS W/CHILDREN	NA	59.8%
INSTITUTIONALIZED PERSONS	NA	723
PERSONS IN GROUP QUARTERS	NA	58
AGE GROUPS		
UNDER FIVE	NA	4,573
AGE 65-74	NA	3,892
AGE 75-84	NA	2,347
AGE 85+	NA	975
AGE 18+	NA	44,113
HOUSING UNITS	NA	23,189
OCCUPIED HOUSING UNITS	NA	21,985
VACANT HOUSING UNITS	NA	1,204
PERCENTAGE VACANT	NA	5.2%
OWNER OCCUPIED UNITS	NA	13,024
PERCENT OWNER OCCUPIED	NA	59.2%
MEDIAN # OF ROOMS - ALL	NA	5.4
MEDIAN # ROOMS - OWNER	NA	6.2
MEDIAN # ROOMS - RENTER	NA	4.1
MEDIAN PERSONS PER UNIT	NA	2.31
MED. PERSONS/UNIT - OWNER	NA	2.43
MED. PERSONS/DU - RENTER	NA	2.09
1.01 TO 1.50 PERSONS/ROOM	NA	728
1.51 OR MORE PERSONS/ROOM	NA	452
% OVERCROWDED (1.01+)	NA	5.4%
% SEVERE OVERCROWDED (1.51+	NA	2.1%
MEDIAN OWNER VALUE	NA	$144,300
COLLEGE ENROLLMENT	NA	5,991

CITY OF REDLANDS 1990 CENSUS TRACT DATA

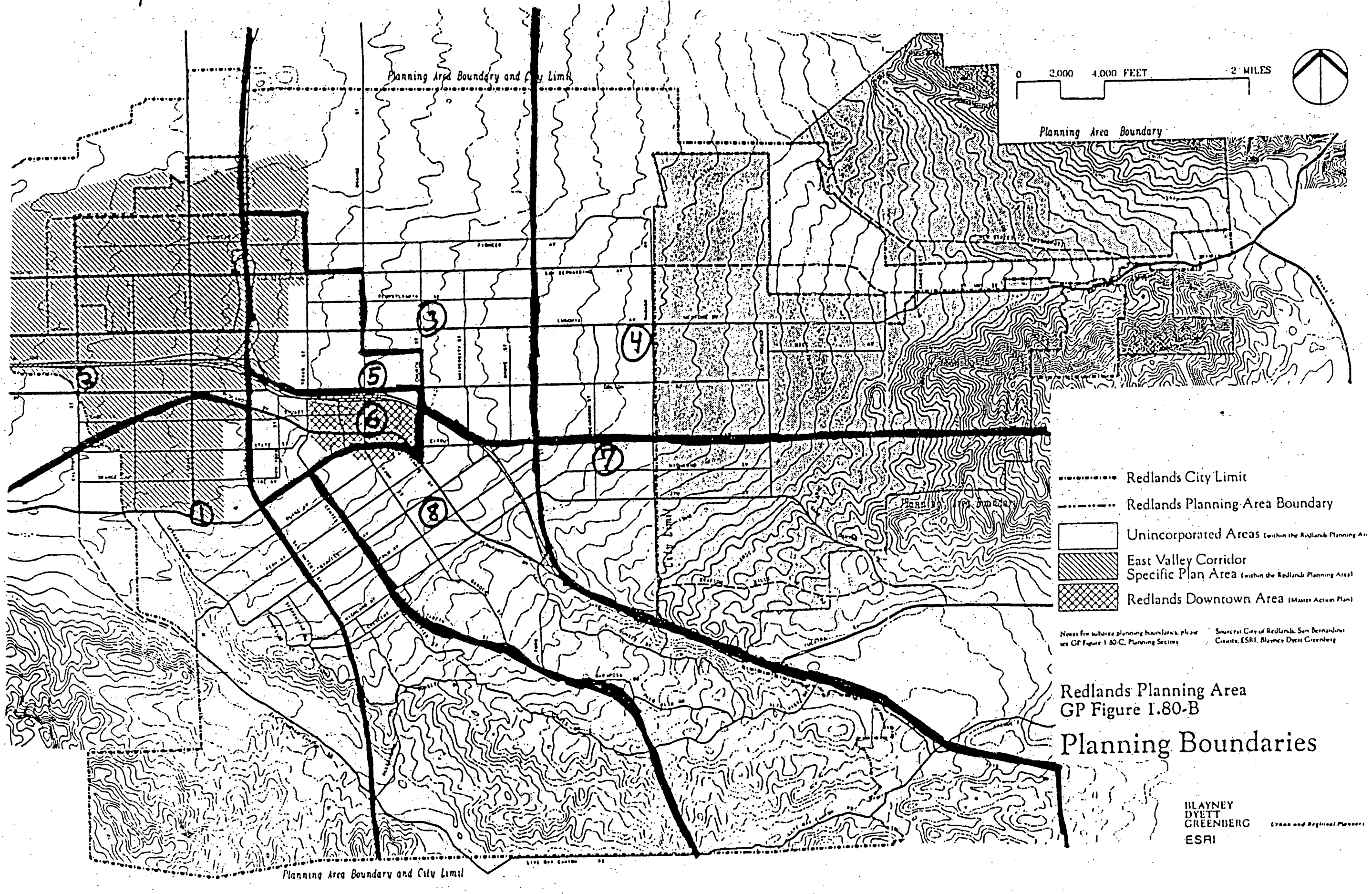
CENSUS TRACT:	87.01	TOTAL
PERCENT HIGH SCHOOL GRAD.	NA	84.6%
PERCENT WITH BA OR HIGHER	NA	31.3%
PERSONS AGE 5+	NA	55,756
SAME HOUSE IN 1985	NA	22,329
PERCENT SAME HOUSE IN 1985	NA	40.0%
WORK IN REDLANDS	NA	9,403
% WORKING IN REDLANDS	NA	31.1%
WORK IN S.B./RIV. COUNTIES	NA	26,710
% WORK IN S.B./RIV COUNTIES	NA	88.2%
WORK OUT S.B./RIV. COUNTIES	NA	1,664
% WORK OUT S.B/RIV. COUNT.	NA	5.5%
PERSONS IN LABOR FORCE	NA	30,279
UNEMPLOY. RATE (CIVILIAN)	NA	4.9%
MEDIAN HOUSEHOLD INCOME	NA	$37,073
MEDIAN FAMILY INCOME	NA	$43,200
PER CAPITA INCOME	NA	$17,825
% OF FAMILIES BELOW POV.	NA	6.4%
PERSONS BELOW POV.	NA	5,232
CHILDREN BELOW POV.	NA	2,248
SENIORS BELOW POV.	NA	334
TOTAL HOUSING UNITS	NA	23,189
UNITS BUILT 1980 TO 1990	NA	7,337
PERCENT BUILT 1980 TO 1990	NA	31.6%
UNITS BUILT BEFORE 1940	NA	2,651
PERCENT BUILT BEFORE 1940	NA	11.4%
NUMBER OF CONDO. UNITS	NA	1,161
PERCENT CONDOMINIUMS	NA	5.0%
COMPLETE KITCHEN FACIL.	NA	23,107
% LACKING COM. KITCHENS	NA	0.4%
LACKING COMP. PLUMBING	NA	21
% LACKING COMP. PLUMBING	NA	0.1%
MED. OWN. COST (MORTGAGED)	NA	$1,045
MEDIAN MONTHLY RENT	NA	$588

APPENDIX D:

Supermarket Trade Areas in Redlands

Supermarket Trade Areas

1. Stater's - West
2. Food-4-Less
3. University Plaza
4. Stater's - East
5. Stater's - Central
6. Albertsons
7. Gerrards - East
8. Lucky
9. Gerrards - Central



APPENDIX E:

Shopping Centers in Redlands

SHOPPING CENTERS IN REDLANDS

SITE	MAJOR TENANTS	AGE	KEY CHARACTERISTICS
Wal-Mart Center NE corner California and Redlands Blvd., community shopping center	Wal-Mart Food-4-Less Arco Gas Jack in the Box Applebees	New - some vacant pads remain	Freeway visibility, western edge of town, modern construction and landscaping, easy access
Tri-City Center S of I-10 bet Alabama and Tennessee, Sub-regional shopping center	Mervyns Ross Clothestime Long's Drugs brand name retail	Built approx. 1980	Freeway visibility and access, modern construction and landscaping, many retail clothing stores, Former site of Vons Market (closed end of 1993), commercial area with no residential neighbors
Barton & Alabama Center, NEC Alabama and Barton Road, neighborhood center	Stater Bros Conroy's	Circa 1988	Attractive new construction and landscaping, surrounded by medium density quality apartments
Gerrards Cypress Center, SWC Cypress and Center, neighborhood center	Gerrards	Circa 1970	Locally based upper end supermarket in developed low density res. area
Redlands Mall, SWC Orange Street and Redlands Blvd., sub-regional mall	Harris' Sav-on 1st Interstate Bank	Circa 1975	Small enclosed mall, adjacent to CBD, Attractive construction and landscape
Redlands Central Business District, Bet. Redlands Blvd. & Citrus, historic downtown	Banks Offices Specialty retail restaurants	Circa 1885	Historic downtown, enhanced landscape and street upgrades in mid 80s, pleasant atmosphere, close to civic center

SITE	MAJOR TENANTS	AGE	KEY CHARACTERISTICS
Orange Plaza, SEC I-10 and Orange Street, community shopping center	Albertsons Payless Drugs Trader Joe's brand name retail	1988	Freeway visibility and access, primarily commercial area, attractive new construction and landscape, close to CBD, scattered residential in vicinity
Stater Center NEC Colton and Orange Street, freestanding grocery store	Stater Bros	Circa 1960	Freeway access and visibility, dated architecture with minimal landscaping, lower income residential in vicinity
University Plaza, SEC Lugonia and Church Street, neighborhood shopping center	Chevron local retail	1965	Major tenants are vacant, dated architecture with minimal landscaping, true neighborhood center surrounded by medium and low density residential
Orange Street Commercial District, north Orange Street	local retail	1880 - present	Various historic and strip commercial, lower income area, minimal landscaping, substandard streets and some deteriorated stores
Wabash Center, SWC Wabash and Lugonia, neighborhood shopping center	Stater Bros local retail	1980	Located in primarily residential newer area at eastern city limits, attractive newer construction and maturing landscape

SITE	MAJOR TENANTS	AGE	KEY CHARACTERISTICS
Gerrards Citrus Center, SEC Dearborn and Citrus, neighborhood shopping center	Gerrards local retail	1988	Local based upper end supermarket in newer residential area, attractive construction and landscape, near eastern City limits
Lucky Center, Redlands Blvd. between Palm and Cypress, community shopping center	Lucky Music Plus ACE Thrifty Family Fitness	1960, renov. in the late 1980s	Upgraded center in established residential area, major thoroughfare, mix of uses

GROCERY STORES IN REDLANDS

Store	Part of City	Site Attractiveness	Price	Quality	Rank
Food-4-Less	Western Edge	Good	Low	Fair	7
Stater Brothers	Southwestern	Very Good	Low	Very Good	1
Gerrards	South - Central	Fair	Mod. - High	Good	6
Albertsons	Central	Good	Low - Mod.	Good	4
Stater Brothers	North - Central	Poor	Low	Poor	8
Stater Brothers	North - Eastern	Good	Low	Good	5
Gerrards	Eastern	Good	Mod. - High	Very Good	3
Lucky	East - Central	Good	Low	Very Good	2

APPENDIX F:

Supermarket Trade Area Population and Households

City of Redlands
Supermarket Market Area Population and Households

STORE	Univ. Plaza Closed		Univ. Plaza Open		Stater's Central Closed	
	Hshlds.	Population	Hshlds.	Population	Hshlds.	Population
Staters West	2,947	7,200	2,947	7,200	2,947	7,200
Food-4-Less	429	897	429	897	429	897
University Plaza	-	-	3,717	11,202	3,717	12,885
Staters East	4,595	12,802	3,406	9,614	3,406	9,614
Staters Central	1,905	6,265	815	2,683	-	-
Albertsons	4,079	10,736	2,873	6,870	3,688	7,870
Gerrards - East	1,801	5,290	1,714	5,007	1,714	5,007
Lucky	4,761	11,629	4,674	11,346	4,674	11,346
Gerrards - Central	2,079	5,575	2,079	5,575	2,079	5,575
Total - City	22,597	60,394	22,597	60,394	22,957	60,394

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